



## **CPS Training Center**



*Human Resource Services*

# **2007-2008 Course Description Catalog**



## **CPS Human Resource Services**

CPS Human Resource Services is a self-supporting, public, personnel and management consulting organization headquartered in Sacramento, California, with regional offices in Atlanta, Georgia; Chicago, Illinois; Madison, Wisconsin; and Washington, D.C. We are a valuable resource to the public sector as we offer staffing flexibility; current trend knowledge and management; objective professional insight; experienced project management; and a diverse and versatile project taskforce. The result is easily obtainable, professional, human resource and management consulting services.

CPS currently has a staff of approximately 225 full-time employees and approximately 1,400 subject matter experts, intermittent, and part-time employees with a wide variety of public and private sector experience. We currently serve over 1,500 clients in 46 states and Canada. These clients include counties, cities, special districts, colleges, universities, school districts, and other public sector agencies. Additional clients include non-profit organizations within the State of California and the federal government.

Our services include:

- Classification, compensation, and benefit plan studies
- Organizational reviews
- Workforce and succession planning
- Executive recruitment
- Management analysis
- Organizational development
- Assessment centers
- Strategic planning
- Employment related investigative services

## **The CPS Training Center**

The CPS Training Center supports employee development by providing a professional learning environment, materials, and instructors. CPS instructors are knowledgeable, experienced trainers that promote interactive adult-learning. Our courses are focused on the skills and knowledge that employees need to succeed in today's workplace and we are dedicated to presenting the information so that it is easily absorbed and immediately applicable back on the job.

Group Registrations are available for all agencies who would like to host training for their employees at their site.

**(916) 263-3614**

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- These are course descriptions only. New and other courses may not be listed here. A complete list is on the website, [www.cps.ca.gov](http://www.cps.ca.gov)
- Schedule of classes can be found online at [www.cps.ca.gov](http://www.cps.ca.gov) which includes a course description, dates of enrollment, and number of seats available for each session.
- Some courses may no longer be offered. Call 916.263.3614 for more information or for a referral to a similar class.
- Group Registrations are available. Reference website for more information and pricing, [www.cps.ca.gov](http://www.cps.ca.gov) or call 916.263.3614

# Analytical Skills

## Completed Staff Work

*2-day course*

This course for analysts will prepare you to effectively recommend solutions to management problems. The completed staff work process results in a product that will require only the manager's signature to implement recommendations.

Note: You should bring an example of a problem that are working on or might work on in the future. It should be a problem that is expected to be resolved with a recommendation to your management.

Objectives:

- Identify barriers/problems that may be encountered in doing staff work and alternative solutions to overcoming those barriers
- Identify factors to consider when preparing a recommendation
- Demonstrate a 7-step approach in analyzing a practical, work-related case
- Prepare a written recommendation using the "action memo" format

## Critical Thinking (Introduction to)

*2-day course*

This popular course covers concepts and methods central to sound critical thinking. It provides skills useful to analysts during problem identification, identifying and evaluating alternatives, and other steps in the problem solving process

Objectives:

- Identify and evaluate critical thinking processes
- Identify and analyze the methods used in organizing thoughts
- Analyze issues and identify problems
- Understand types of problems
- Differentiate between problems and their causes
- Understand the difficulties associated with casual reasoning
- Demonstrate sound rational reasoning and problem solving
- Analyze arguments
- Distinguish between the parts of an argument
- Identify explicit and implicit premises
- Identify assumptions
- Identify and distinguish between different types of fallacies

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Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

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## Introduction to Analytical Staff Work

*2-day course*

If you are a new analyst or are considering a career as analyst, this program will help you understand the role of the analyst and the basic skills required. It will also give you the opportunity to perform assignments typical to a government analyst. You will be able to assess your interest and skill level in performing analytical work and build your knowledge and confidence to advance within government services.

### Objectives:

- Identify the role of the staff analyst in State service and contrast it with the role of the manager
- List the seven steps of systematic analysis
- Recognize different types of data and their application
- Design a data collection survey
- Apply a spreadsheet methodology to diagnose a problem
- Recognize report formats commonly used by State analysts



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Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

"I love Paula's [Zaby] method of teaching – great humor and examples. Highly recommend this class for analysts."

## Developing Analytical Skills

### 5-day course

The course is structured into two parts: Part One is a three-day skill building workshop related to roles and responsibilities of analysts and the essential skills and tools required to perform analytical work. You will then spend 20-40 hours back on the job completing a study of an organizational issue.

Approximately four to five weeks later, you will return for Part Two, a two-day session during which you will present your project orally and in writing. The instructor will assess each presentation.

Make-up sessions or partial days are not possible with this class.

This comprehensive course covers each step in an analytical project from beginning to end. It explains tools and techniques necessary at different phases of the study and gives participants an opportunity to apply their knowledge to an actual work project. This course will benefit Staff Services Analysts, Associate Governmental Program Analysts, Management Services Technicians, Personnel Technicians, Budget Technicians, or equivalent classifications.

Supervisor's note: you will need to work with the participant in selecting a work-related issue for study prior to attendance. You will receive instructions upon registration. You should provide the necessary work time for the participant to complete the project on the job – normally from 20-40 hours are needed.

### Objectives:

- Identify and describe the roles and responsibilities of analysts in State government
- Learn and apply tools for gathering, organizing, and analyzing data
- Create alternatives and develop criteria to evaluate them
- Write an issue paper using a specified format
- State your analytical findings and recommendations in a ten-minute oral presentation
- Recognize skills for non-defensive communication and collaboration

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### Legislative Bill Analysis

*2-day course*

This course is for any state employee who is required to analyze a bill to determine its impact on a state department or program.

Objectives:

- Describe the State of California legislative process including how a bill becomes law
- Define and discuss at least twenty terms related to the legislative process
- Identify the key components and sections of a bill
- Be proficient reading different versions of a bill
- Know when to propose amendments and how to write amendment language
- Summarize a bill and learn how to get started writing the main sections of a bill analysis
- Use the internet as a legislative tool to subscribe to a bill and listen to committee hearings as well as to gather information including; background on specific Assembly and Senate bills, the legislative calendar and bill analyses prepared by legislative committees.

### Legislative Process

*1-day course*

This overview of the legislative process helps participants follow the path of a bill from its introduction in the Legislature to its signature by the Governor.

Note: This class does visit the Capitol- please wear comfortable clothing and shoes.

Objectives:

- Tour the State Capitol and visit the Assembly and/or Senate chambers and a committee hearing room
- Outline the organization, staffing and committee structure and legislative process for the California Legislature
- Describe how the Executive Branch (departments, agencies, Governor's office) works with legislative staff throughout the legislative process
- List and describe the key sections of a bill and summarize how it becomes law
- Identify at least ten resources that will assist you in understanding the legislative process and learn how to utilize these resources effectively. Use the internet for monitoring and tracking legislative activity



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## Problem Solving and Decision Making

4-day course

This program provides realistic experiences that allow you to integrate and apply skills in group planning, problem solving, decision making, and facilitating positive group behaviors and processes. You will develop specific team task and relationship skills by practicing these techniques during this highly interactive workshop.

### Objectives:

- Define a problem, write a clear problem statement, and distinguish between the terms "symptom," "root cause," and "solution"
- Utilize consensus-seeking techniques as a meaningful group process strategy
- Follow an analytical process with guidelines and criteria for identifying, analyzing, and solving problems
- Use basic data collection tools and techniques
- Develop an action plan and use basic project scheduling and monitoring tools and techniques
- Provide feedback on essential training components to classmates via group problem solving project presentations
- Describe a process for making ethical decisions when all parties feel that they are "right"
- Present four effective formats for communicating and selling ideas
- Transfer training content and process into the daily work environment

### Qualified Instructors

Paula Zaby, Joseph Clark, William Healt, Howard Murray, Steven Pomerantz, and Dave Willis are renowned trainers in Analytical and Problem Solving skill courses. Their thorough knowledge of the subject makes these dynamic courses applicable to today's workforce in today's work environment. Using exercises and real-life examples, these instructors walk through each step, making sure participants have the knowledge and skills they need to be effective analysts.

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## Project Management

*3-day course*

This workshop for project leaders or supervisors will develop your skills in the areas of planning, organizing, and monitoring operations and projects. You may bring a work project to class.

### Objectives:

- Use the “paired-comparison approach” to establish multiple project priorities
- Prepare project definition statements identifying project objectives
- Prepare “work-breakdown structure” diagrams
- Use a formal approach to estimate project component completion times
- Prepare “Linear Responsibility Charts” to identify project responsibilities
- Calculate cost variances, schedule variances, cost ratios, schedule ratios and critical project ratios to establish project status
- Identify different techniques for motivating project team members
- Prepare “risk assessment and planning” documents



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## Writing Skills for Analysts

1-day course

In this one-day course, you will learn the essential elements of effective business writing as well as tips and techniques to improve your report writing skills. You will learn how to define your writing task to better determine the content, organization, style, and design of your document, with particular emphasis on purpose and audience. In addition, you will learn strategies for writing clear, concise reports using current business style. From a broad analysis of the document to a focused analysis of the sentence, this course will provide a foundation for effective report writing.

Note: Please bring a writing sample to class—a letter, memo, email, or report.

Objectives:

- Learn and apply essential elements of effective business writing
- Identify and analyze readers' needs, values, and attitudes
- Analyze the rhetorical situation: subject, purpose, and readers
- Recognize relationship of three levels of writing: sentence, paragraph, document
- Understand relationship of process to product with tips for effective process
- Apply four benchmarks of successful document: easy to access, easy to understand, easy to use, easy to retrieve
- Learn and apply techniques for clarity and style, using plain English, short sentences, active voice, verb forms, tight pronoun reference, and parallel structure

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CPS offers a variety of courses focused on developing math skills and budget process knowledge. From basic math skills to statistics, CPS offers the course that meets the needs of employees at every level. Budget preparers, reviewers, and administrators will benefit from understanding the Budget Change Proposal process, discussions, exercises, and simulated situations presented in class. Beyond the budget, cost-benefit analysis, activity-based costing, and program analysis extend the learning into fiscal management.



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## Budget Change Proposal Overview

*1-day course*

This course is designed for persons who prepare, review, or administer Budget Change Proposals (BCPs), or those who are preparing themselves for these roles. This workshop provides you with an overview of the BCP process and offers discussions, exercises, and simulated situations. This course is intended to be taken in conjunction with course #642 (Budget Process Workshop). For your convenience, some of the courses are scheduled on consecutive days.

Objectives:

- Track the process for the preparation and approval of BCPs
- Prepare material for BCPs including problem statements, objectives, workload computations, and justifications
- Develop and analyze BCPs
- Avoid the major pitfalls in writing BCPs

## Budget Process Workshop

*2-day course*

This course is designed for people who prepare, review or administer budgets or who are preparing themselves for these roles. The workshop provides you with a comprehensive overview of the California budget process and offers hands-on problem solving, open discussions, and simulated situations. This course is intended to be taken in conjunction with course #643 (Budget Change Proposal Overview). For your convenience, some of the courses are scheduled on consecutive days.

Objectives:

- Understand the role of budgets in conducting state programs
- Describe the three stages of budgeting: a) Development; b) Enactment; and c) Administration
- Understand the numbers and language in the Governor's Budget and Appropriations Act
- Understand the differences between budgeting styles
- Understand constitutional and statutory provisions related to the budget process
- Track departmental budget preparation, its approval, and administration

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## Communicating With Data

*1-day course*

Do you want to help your audience quickly grasp the message you want to send? This course will help you present numerical data to managers, decision makers, or the general public so they can readily understand the data. You will learn concepts, conventions, and mechanics behind the effective use of tables, charts, and graphs and practice using them. This is not a course in statistics; rather it is a course in presenting clear and easy-to-understand tables, charts, and graphs.

Recommendation: Bring one or more examples of real data from your assignments to use for practice.

Objectives:

- Effectively discriminate between relevant and irrelevant data
- Visually organize information to get your point across
- Determine the best way to effectively present your data so it will be understood quickly
- Develop simple tables, charts, and graphs for displaying data with clarity

## Cost-Benefit Analysis Workshop

*1-day course*

This workshop for analysts and managers introduces the rational, format, and uses of the basic cost-benefit analysis (CBA) model. You will learn when and how to use this resource allocation tool to augment your budgeting and cost-analysis skills. This course takes a hands-on, practical approach and assists you in applying CBA to a problem specific to your work setting. It will also provide you with direction for developing a CBA that can be submitted with a budget change proposal.

Objectives:

- List at least three instances when CBA is an appropriate tool for management decision making
- Enumerate the assumptions of CBA
- Discount a stream of cash flows, given a particular discount rate
- Explain the general model for a CBA problem
- Successfully apply and compute the CBA procedure for two different problems
- Distinguish between cost-benefit and cost-effectiveness analysis



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## Program Analysis and Evaluation

*3-day course*

This program will introduce analysts to techniques for program analysis, evaluation, compliance monitoring, and cost analysis. This course was designed for those analysts who have developed basic analytical skills and who want to integrate those skills into an overall effort of program analysis and evaluation.

Please bring a small calculator with you to the class. Participants are also encouraged to bring information about a program that may be the focus of their analysis and evaluation.

### Objectives:

- Develop workable problem statements and objectives
- Develop sources for data and use data collection methods
- Identify cost elements associated with a given program
- Prepare a cost analysis plan containing necessary components
- Interpret statistics for program analysis and evaluation
- Identify appropriate program evaluation criteria
- Develop workable plans for program analysis and program evaluation
- Prepare a report of findings

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## Statistics

*4-day course*

This course will introduce you to basic statistical concepts in a friendly and supportive environment. The material is presented in a graphical context with exercises for applying the concepts learned.

Note: Please bring a small calculator with you to the class. You are encouraged to bring a laptop computer with Excel (version 5.0 or later), Quattro Pro, or another spreadsheet program that has statistical analysis capability (ask your LAN administrator if the "data analysis pak" is installed--check the "add-ins").

Prerequisite: It is essential that you have completed high school mathematics, including some algebra. Any study of statistics presumes basic math knowledge. Some participants may find it better to take course Basic Math Skills for Work, prior to attending this class.

Objectives:

- Understand basic statistical concepts, sampling, and sample size
- Create a frequency distribution and chart or graphic presentation
- Calculate central tendency measures: mean, median, and mode
- Calculate measures of variance: standard deviation
- Calculate and interpret tests of significance: t-test, ANOVA, Chi Square, Correlation/Regression, and Spearman r.
- Calculate a test of correlation
- Communicate data findings effectively using data presentation techniques



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Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

"The instructor's [Steven Pomerantz] presentation of the material was excellent. The materials were clear and will be a great resource."



## Career Dev. Series Part I - Career Match

### 1-day course

Are your talents, interests, values and personal qualities being fully utilized in your job? Do you like your job but want to get energized and excited about work again? In this one-day course you will develop a Career Development Plan that outlines internal and external resources available to you so you can return to work refreshed, positive and focused on partnering with your agency in achieving your professional goals.

#### Objectives:

- Identify issues and trends in the public sector and their impact on your career development
- Develop a five-year Career Vision – what you want your future work life to look like
- Receive a personalized career inventory based on your personality type and career interests and identify their influence on your career development
- Identify potential career matches by evaluating results against various industries, agencies, professions and positions within the public sector
- Outline a Career Development Plan to achieve your Career Vision
- Design strategies to implement your Career Development Plan back on the job the very next day!

Note: This course includes an online administration of the Strong/MBTI Career Report that MUST be completed at least one week prior to class. Once registered, you will receive the login credentials to take the assessment. Your personalized report will be given to you in class.

This is the first part of the Career Development Series. Although it is not mandatory to take all three sessions, it is encouraged as there will be reference made to concepts presented in the other two sessions. To receive the greatest benefit from the series, it is also recommended that the sessions be taken in order. If you have taken "Life after Public Service," you do not need to take this class and can continue with parts II and III.

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### Career Dev. Series Part II - Resumes

#### 1-day course

This course is designed for those individuals who need to write or update a resume for an upcoming interview, an informational interview or just to have on hand should an opportunity arise. Your resume is often your ticket into an interview. This one-day course will help you create a market-driven resume that will get you into the front row.

#### Objectives:

- Discover the advantages of an effective career communications strategy and the dangers of a poor one
- Create a market-driven resume that differentiates you from the crowd
- Identify your professional accomplishments and articulate them in a way that gets people's attention
- Rework these principles into your own resume
- Outline the steps necessary for creating an ASCII resume and tips for online posting
- Draft a reference page that will lead your references and hiring managers to talk about what YOU want them to talk about
- Learn about cover letter formats that hiring managers love to see
- Create a market-driven Career Communications Strategy that delivers an accurate, consistent, impressive message about the assets you bring to any organization
- Please bring a copy of your resume to class along with any other helpful materials such as performance reviews, letters of recommendation, awards, etc.

This is the second part of the Career Development Series. Although it is not mandatory to take all three sessions, it is strongly recommended as there will be reference made to concepts presented in the other two sessions. To receive the greatest benefit from the Career Development Series, it is also strongly recommended that the sessions be taken in order.



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Course schedule and registration:

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## Career Dev. Series Part III - Interviewing

### 1-day course

One sure way to create anxiety is to think about an upcoming interview! The interview is your best opportunity to let your target audience know what you have to offer and how you are the best candidate for the position. After all, the only thing they know about you is what you tell them! And how you tell them can make all the difference.

#### Objectives:

- Get ideas as to how to set yourself apart from the crowd and develop one of the strongest interview strategies
- Review different interview formats, the advantages and disadvantages of each and how to best prepare for them
- Learn what employers are really looking for behind those dreadful behavioral interview questions
- Outline the do's and don'ts of effective interviewing before, during and after the interview
- Evaluate the importance of the final transition and its impact on your success in your new position, your previous position or agency, on your overall communications strategy and Career Development Plan
- Be sure to bring your resume, accomplishment statements and Career Development Plan with you to class.

This is the third part of the Career Development Series. Although it is not mandatory to take all three sessions, it is strongly recommended as there will be reference made to concepts presented in the other two sessions. To receive the greatest benefit from the Career Development Series, it is also strongly recommended that the sessions be taken in order.

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## Compliance Courses

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### Does your agency need to address a specific issue?

CPS instructors are available to bring training to your agency and deliver it to your employees. Arrangements can be made for customized training.

Benefits of on-site training:

1. Agency schedules dates and times most convenient for employees
2. Agency chooses instructor
3. Customized training materials are developed as appropriate
4. All employees receive the same training
5. Employees are familiar with the environment so they can focus on learning.

Scheduling can be done online at [www.cps.ca.gov](http://www.cps.ca.gov) or by phone at

(916) 263-3614

Group size is limited to 30 for most courses.



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## Compliance Courses

### AB 1234: Local Agency Ethics

*2-hour course*

This course meets the requirements of AB1234.

Objectives:

- Review ethics laws required by AB 1234, including those related to: Transparency in government; Fair process and due process; and Gifts, compensation and financial concerns
- Examine the role of ethics in the workplace to help develop a strategy for ethics within your agency

### Sexual Harassment Prevention

*4-hour course*

This course is for employees and supervisors who need information on sexual harassment prevention in the workplace by focusing on what constitutes sexual harassment and what steps can be taken to prevent it. This training provides tools for identifying these behaviors and preventing them from escalating into a hostile environment.

This course meets the requirements of AB1825.

Objectives:

- How the law defines sexual harassment
- Determining when sexual conduct is unwelcome
- Determining whether a work environment is hostile
- Conduct that affects the job
- Other special issues (e.g., same gender harassment, 3rd party harassment, preference, defamation, retaliation)
- What preventive actions employers can take
- Employee responsibilities
- Supervisor responsibilities

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### Violence Prevention in the Workplace

*2-hour course*

This course provides information for employees and supervisors. It focuses on recognizing behaviors that are considered workplace violence and how to prevent those behaviors from reoccurrence and/or escalation.

#### Objectives:

- Types of workplace violence
- Frequency of violence in the workplace
- Stages of violent behavior
- Risk factors
- Work conditions
- Work climate
- Warning signs
- Prevention strategies
- What supervisors can do
- What employees can do



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Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

### Conversational Spanish for Managers

*2-day course*

More than ever managers need basic Spanish conversation skills in order to function effectively with employees and co-workers. This intensive, three-day workshop will enable managers to converse effectively with employees or co-workers on a competent level. No previous courses in Spanish are required; however, conversation in class and assignments will be emphasized.

This course is for employees or managers, who work with a population of Latin-American workers, are responsible for managing and conversing with a Hispanic population or who wish to gain a better speaking ability in Spanish.

Objectives:

- Participants will learn vowel sounds, consonants, nouns and verbs.
- Study and learn the present, past and imperfect tenses.
- Apply common phrases to everyday use.
- Learn to speak in full sentences.

### ESL Grammar and Writing Skills

*2-day course*

This course is for non-native speakers of English. In this class you will learn skills to help improve your grammar, discover tips for writing e-mail and other types of documents, and practice writing better sentences and paragraphs.

Objectives:

- Improve grammar skills through instruction and practice
- Identify and correct grammar errors in sample documents
- Learn e-mail writing tips and etiquette
- Discover techniques for combining and writing sentences correctly
- Write a paragraph that contains a topic sentence and supporting details

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### ESL Speaking and Listening Skills

*1-day course*

This course is for non-native speakers of English. In this class, you will learn to recognize and use the sounds of American English, stress, rhythm, and intonation patterns. You will also have an opportunity to practice communicating your ideas in work-related situations while learning some helpful cultural tips.

Objectives:

- Improve confidence and skills in understanding and speaking English
- Recognize and use sounds of American English
- Recognize and use stress, rhythm, and intonation patterns
- Practice work-related speaking and listening skills
- Learn some practical cultural tips for work-related situations

### ESL Trouble Spots

*4-day course*

This four-day course will review sentence structure, grammar, punctuation, mechanics, word use, and style for speakers of English as a foreign language.

Objectives:

- Students will review grammatical structures and expressions to improve writing fluency, receive instruction and practice in editing efficiently and accurately, and develop English vocabulary and idiomatic expressions commonly used in business writing.
- Students will develop and refine the grammar and editing skills necessary to detect and remedy common ESL writing problems.
- While the focus will be on accuracy in construction and punctuation, we will also include logical analysis of the components of a document, and editing for improved clarity and effectiveness.
- We will learn the four primary sentence structures, their forms and functions and sentence patterns; recognize and practice the use of prepositional phrases, verbal phrases, and clauses; discuss irregular verb forms, cumulative and coordinate adjectives; and review correct word use.
- We will learn to revise passive voice into active voice, correct modifier errors, and create parallel structure.



*Human Resource Services*

Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)



### Language Access in State Government

4-hour course

Language Access in State Government:  
Effective Communication with Multilingual Clients,  
Customers, and Employees

The multi-cultural environment in California creates complex challenges for state government personnel who frequently deal with limited English proficient clients, customers, and employees in the workplace.

The Dymally-Alatorre Bilingual Services Act requires California state agencies to provide translated materials and serve multilingual customers in languages other than English. Agencies have implemented effective language policies to varying degrees, and many are striving to enhance their programs and services to California's increasing multilingual population.

This course is designed for managers, trainers, and public contact employees.

Objectives:

- Provide an overview of California's ethnic and linguistic demographics and trends
- Review the Dymally-Alatorre Bilingual Services Act of California
- Discuss quality indicators for interpreting and translating
- Access valuable resources to assist in providing multilingual services
- Explore how language and cultural aspects affect workplace interactions
- Learn communication strategies for dealing with limited English speakers

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### Spanish for Public Contact Personnel

*2-day course*

This course will teach practical, work-related Spanish to assist public contact employees in conducting successful transactions with their Spanish speaking customers. Participants will practice role play situations and acquire basic Spanish language phrases for real life situations. Course material emphasizes functional language skills and is not grammar-based. The course is designed for those with little or no previous knowledge of Spanish.

#### Objectives:

- Acquire communication strategies to manage encounters with Spanish speakers
- Learn practical phrases in Spanish:
- Request essential information
- Complete applications
- Assist consumers by providing available bilingual materials
- Handle emergency situations and telephone calls
- Practice proper pronunciation
- Customize terms and phrases for your agency
- Discuss cultural aspects that affect daily interactions with Spanish speakers



*Human Resource Services*

Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

## Conducting Effective Meetings

*1-day course*

This one-day class is for team leaders, supervisors, project managers, and anyone else who conducts meetings at work. It is interactive in nature, giving you practice in several different roles at meetings. You will learn how to plan for meetings and what to do ahead of time, how to start meetings, keep things going, clarify roles, facilitate, and how to work with difficult attendees.

Processes used in this workshop include lecturettes, class discussion, role modeling, small group discussions, visual aids, and meeting practice.

Objectives:

- List the three criteria that define a successful meeting
- Prepare agendas for productive focus in meetings
- Define the four roles of attendees in meetings
- Describe the four decision-making styles in meetings
- Help meetings stay on track and moving ahead
- Deal with various participant problems in meetings

### Qualified Instructors

CPS instructors share, develop and expand your organizational know-how, maximize operational efficiency, and human capital development. Each instructor averages 19 years in the training field and 11.5 years in public service so they understand the mechanics of public agencies and the techniques required to accomplish the highest goals.

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## Continuous Improvement (Introduction to) 1-day course

You will learn the basic concepts of continuous improvement as they apply to meeting business objectives in a government setting.

### Objectives:

- Define Continuous Improvement
- Identify your customers and what they want
- Use data to help solve problems
- Identify team processes and how they can help
- Use meetings effectively
- Understand your vision/mission
- Align policy and practice
- Deal with change and shifting paradigms



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Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

## Follow the Leader

1-day course

This course is designed for any staff lead and above employee. It teaches participants how to get work done through a simple cycle of delegating, coaching, motivating, recognizing, and rewarding of employees. Classroom learning is enlivened through work-related, hands-on classroom exercises, scenarios, and discussion that help everyone become better acquainted with key concepts/ideas. Lastly, each learning objective/concept is backed with solid research made available through the course's comprehensive work-resource book.

### Objectives:

- Learn the “What” and “How” of motivating employee success on the job
- Learn to effectively delegate work for measurable progress and results
- Learn how to actively listen to and deal with difficult employees for improved communication or job results
- Discover the step-by-step method of linking employee's efforts to their team, department, or organization's strategic goals and objectives
- Learn 6 simple steps to coaching employees for sustainable job performance and development
- Learn 3 easy ways to give formal and informal recognition anytime
- Discover how to meet your employee's seven basic needs that tell them its time to be their best
- Understand how to make work more rewarding beyond pay
- Experience what drives people to buy-in to and become successful or successors

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## Leadperson Workshop

*3-day course*

This program for leadpersons will teach you how to coordinate the efforts of a workgroup.

Objectives:

- Define and compare the role and duties of leadperson vs. supervisor
- Identify various styles of leadership and sources of power
- Use effective techniques for communicating and listening
- Demonstrate delegation and development skills
- Define steps for implementing change
- Recognize a variety of motivation methods
- Explain conflict resolution skills
- List the steps of systematic goal setting and planning
- Describe the key stages for team building

## Performance Review/Appraisals

*1-day course*

The importance of performance evaluations and appraisals for employees the government.

Objectives:

- Learn how to conduct the review
- Learn how to prepare for the appraisal
- Learn how to evaluate employee performance



*Human Resource Services*

Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

## Problem Solving and Decision Making

4-day course

This program provides realistic experiences that allow you to integrate and apply skills in group planning, problem solving, decision making, and facilitating positive group behaviors and processes. You will develop specific team task and relationship skills by practicing these techniques during this highly interactive workshop.

### Objectives:

- Define a problem, write a clear problem statement, & distinguish between the terms "symptom," "root cause," and "solution"
- Utilize consensus-seeking techniques as a meaningful group process strategy
- Follow an analytical process with guidelines and criteria for identifying, analyzing, and solving problems
- Use basic data collection tools and techniques
- Develop an action plan and use basic project scheduling and monitoring tools and techniques
- Provide feedback on essential training components to classmates via group problem solving project presentations
- Describe a process for making ethical decisions when all parties feel that they are "right"
- Present four effective formats for communicating & selling ideas
- Transfer training content and process into the daily work environment

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## Project Management

*3-day course*

This workshop for project leaders or supervisors will develop your skills in the areas of planning, organizing, and monitoring operations and projects. You may bring a work project to class.

### Objectives:

- Use the “paired-comparison approach” to establish multiple project priorities
- Prepare project definition statements identifying project objectives
- Prepare “work-breakdown structure” diagrams
- Use a formal approach to estimate project component completion times
- Prepare “Linear Responsibility Charts” to identify project responsibilities
- Calculate cost variances, schedule variances, cost ratios, schedule ratios and critical project ratios to establish project status
- Identify different techniques for motivating project team members
- Prepare “risk assessment and planning” documents



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Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)



# Managerial Skill Development

## Coaching & Skill Transfer Workshop

1-day course

This workshop is intended for supervisors, managers and leadpersons who need to guide and teach staff through brief encounters rather than formal lengthy training sessions. You will learn the fundamentals of information, knowledge and skill transfer, variations in learning styles, and specific methods of effectively coaching individuals to use new skills and knowledge.

Objectives:

- Understand and apply the principles of effective coaching
- Assess your own coaching skills
- Identify coaching opportunities and needs
- Apply the necessary steps in the coaching process
- Prepare employees and team members to undertake new responsibilities and challenges

## Collaboration Skills

2-day course

This course, intended for managers, supervisors and individuals in leadership positions, is designed to enhance skills and competencies that will promote teamwork, participation and employee involvement. The course focuses on teamwork, communication, leadership, conflict management and facilitation – skills that will improve your ability to create a collaborative and synergetic work environment.

Objectives:

- Promote team effort and team success
- Interact effectively with others and create an environment of open communication
- Identify your leadership style and strength and learn to apply them effectively and with confidence
- Manage conflict constructively
- Facilitate meetings efficiently through effective group participation and involvement

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## Continuous Improvement (Introduction to) 1-day course

You will learn the basic concepts of continuous improvement as they apply to meeting business objectives in a government setting.

### Objectives:

- Define Continuous Improvement
- Identify your customers and what they want
- Use data to help solve problems
- Identify team processes and how they can help
- Use meetings effectively
- Understand your vision/mission
- Align policy and practice
- Deal with change and shifting paradigms

## Leading the Four Generations in the Workplace 4-hour course

Never in the history of American business have there been four generations in the workplace. The generational diversity and the challenges and opportunities it presents will be the focus of this class. Through an interactive learning process, participants will understand the differences between the four generations and learn how to recruit and motivate them.

### Objectives:

- Overview of the differences between the four generations and common generational characteristics
- Understanding of the different motivational triggers for the generations
- A discussion regarding the new definition of organization loyalty
- Learning new recruiting methodologies that appeal to the Generation X's and Generation Y's



*Human Resource Services*

Course schedule and registration:

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# Managerial Skill Development

## Measuring Your Organization's Performance

*2-day course*

This course for managers, strategic planning team members, and analysts will help participants assess the performance of their organization, understand how to make comparisons about performance, and identify areas for improvement. Combined with Strategic Planning Workshop and Performance Based Budgeting, this course will provide the foundation to help you develop a strategic plan in your department.

Objectives:

- Develop performance measures to ensure accountability in your department's strategic plan
- Identify, define and validate potential indicators
- Establish systems and methods to capture performance data
- Link performance measurement to management processes and systems
- Apply the concept of the "balanced scorecard" to your organization
- Compare performance with other organizations
- Report and analyze performance results; make adjustments as needed
- Organize and prioritize performance measures
- Use feedback and communication tools

## Negotiation Skills Workshop

*2-day course*

This workshop for all employees will improve your ability to reach an agreement using effective negotiation skills.

Note: This is NOT a course in labor-management negotiation.

Objectives:

- Develop the skills of effective negotiators
- Plan for negotiations
- Identify dirty tricks, gambits, and obstacles that may be encountered during negotiations
- Break down barriers to effective communication
- Locate power sources and use them to your best advantage
- Participate in mutual agreements

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## Seven Habits for Managers

*2-day course*

This two-day workshop focuses exclusively on the management applications of The 7 Habits, giving managers the tools to take initiative, resolve conflicts, and unleash the talents and passions of their teams. Designed to help managers and supervisors perform their roles effectively, this workshop will help you apply principles from The 7 Habits of Highly Effective People to create balance in a healthy, cohesive work environment.

### Objectives:

- Increase resourcefulness and initiative
- Define the contribution you want to make in your role as manager
- Manage performance through a balance of accountability and trust
- Give constructive feedback
- Improve team decision-making skills by embracing diverse viewpoints

## Strategic Planning Workshop

*2-day course*

For managers, planning team members, and analysts, this workshop introduces the concepts and processes involved in developing, implementing, and maintaining a strategic plan. This workshop is often taken in concert with Measuring Your Organization's Performance and Performance Based Budgeting. Taken in series, these workshops will provide you with the foundation you need for developing a strategic plan in your department.

### Objectives:

- Perform internal and external assessment of your organization
- Write mission, vision, and value statements
- Draft goals and objectives for your organization
- Write performance measures that show when a goal has been achieved
- Write an action plan describing the steps to achieve an objective
- Align workforce development programs with your strategic plan



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# Managerial Skill Development

## Strengthening Leadership and Managerial Communication

4-hour course

This class will provide managers and leaders with the strong communication skills required to build the enthusiasm, motivation and commitment necessary for workforce success. This course includes utilization of an extremely informative assessment tool and workbook to continue participants' learning and practice.

Objectives:

- Identification of the four communication styles, their strengths and challenges
- Improvement of communication confidence and effectiveness
- Strengthening of communication within leadership and managerial roles
- Opportunities to bring up challenging real-life situations within the class

## Workforce/Succession Planning Workshop

4-day course

This course is designed for people who have responsibility for some aspect of workforce/succession planning. During this interactive workshop, participants will learn how to develop a workforce/succession plan using their own data. They will receive a tool kit of templates and an understanding on how to use the tools to develop a plan for their organization.

Objectives:

- Overview of the workforce/succession planning process
- Understand how to analyze data using their own statistics
- Learn how to develop technical competencies
- Understand how to develop solutions by reviewing supply analysis, determining gaps and methodology regarding solution prioritization
- Learn how to gauge their organizations' readiness for change
- Practice developing a communication and action plan
- Discuss implementation and measurement methodologies

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### The CPS Training Center

The CPS Training Center supports employee development by providing a professional learning environment, materials, and instructors. CPS instructors are knowledgeable, experienced trainers that promote interactive adult-learning. Our courses are focused on the skills and knowledge that employees need to succeed in today's workplace. We are dedicated to presenting the information so that it is easily absorbed and immediately applicable back on the job.

The CPS Training Center's provides training which benefits government employees and employers and results in:

- Reduced training expenses
- Greater efficiency
- Increased morale
- Lower turnover
- Leadership development
- Unparalleled productivity
- More employee buy-in



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Course schedule and registration:

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## Basic Math Skills for Work

1-day course

Every person who does analytical work needs to have understanding of basic math skills in order to analyze the numbers. This course is designed to strengthen your basic math skills such as: calculating the mean, median, mode, and standard deviation; using the computer to “crunch the numbers”; and selecting which numbers to use. A review of basic math skills will be done to strengthen skills in addition, subtraction, multiplication, division, and algebraic manipulation; and practice on word problems will help strengthen math problem solving. Each participant should bring a laptop computer for use in class with Excel and the add-in for data analysis already installed. Completion of this course will help participants be ready to take a course in Statistics, which is strongly recommended for analysts, supervisors, and managers. This course replaces the “Effective Use of Numbers” course.

Each participant should bring a laptop computer for use in class with Excel and the add-in for data analysis already installed.

Objectives:

- Calculate the mean, median, mode, and standard deviation; and know how to interpret the results
- Know the procedures to have the computer, using Excel, do the calculations
- Know how to review a word problem and organize a strategy to solve the problem

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### Communicating With Data

*1-day course*

Do you want to help your audience quickly grasp the message you want to send? This course will help you present numerical data to managers, decision makers, or the general public so they can readily understand the data. You will learn concepts, conventions, and mechanics behind the effective use of tables, charts, and graphs and practice using them. This is not a course in statistics; rather it is a course in presenting clear and easy-to-understand tables, charts, and graphs.

Recommendation: Bring one or more examples of real data from your assignments to use for practice.

Objectives:

- Effectively discriminate between relevant and irrelevant data
- Visually organize information to get your point across
- Determine the best way to effectively present your data so it will be understood quickly
- Develop simple tables, charts, and graphs for displaying data with clarity

Seasoned instructors with over 50 years of experience design these courses for the public sector. The instructor's thorough subject knowledge and interactive exercises bring key concepts to life. These instructors understand that employees need this foundational knowledge in order to succeed in current positions and promote to management.



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Course schedule and registration:

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### Program Analysis and Evaluation

*3-day course*

This program will introduce analysts to techniques for program analysis, evaluation, compliance monitoring, and cost analysis. This course is designed for those analysts who have developed basic analytical skills and want to integrate those skills into an overall effort of program analysis and evaluation.

Please bring a small calculator with you to the class. Participants are also encouraged to bring information about a program that may be the focus of their analysis and evaluation.

Objectives:

- Develop workable problem statements and objectives
- Develop sources for data and use data collection methods
- Identify cost elements associated with a given program
- Prepare a cost analysis plan containing necessary components
- Interpret statistics for program analysis and evaluation
- Identify appropriate program evaluation criteria
- Develop workable plans for program analysis and program evaluation
- Prepare a report of findings

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### Statistics

#### 4-day course

This course will introduce you to basic statistical concepts in a friendly and supportive environment. The material is presented in a graphical context with exercises for applying the concepts learned.

This course is separated into two parts to allow for exercises and learning. Generally the parts are one month apart.

**Note:** Please bring a small calculator with you to the class. You are encouraged to bring a laptop computer with Excel (version 5.0 or later), Quattro Pro, or another spreadsheet program that has statistical analysis capability (ask your LAN administrator if the "data analysis pak" is installed--check the "add-ins").

**Prerequisite:** It is essential that you have completed high school mathematics, including some algebra. Any study of statistics presumes basic math knowledge. Some participants may find it better to take course Basic Math Skills for Work, prior to attending this class.

#### Objectives:

- Understand basic statistical concepts, sampling, and sample size
- Create a frequency distribution and chart or graphic presentation
- Calculate central tendency measures: mean, median, and mode
- Calculate measures of variance: standard deviation
- Calculate and interpret tests of significance: t-test, ANOVA, Chi Square, Correlation/Regression, and Spearman r.
- Calculate a test of correlation
- Communicate data findings effectively using data presentation techniques.



*Human Resource Services*

Course schedule and registration:

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# Personal Development Skills

## Attitudes, Anxieties, and Anger

1-day course

This one-day workshop is for all employees who wish to improve their working or personal relationships and reduce their own or another's – ANGER AND ANXIETY.

During this class, you will identify the specific root causes of anger, and be provided with the tools and understanding to either reduce or eliminate these internalized resentments. Anger is a natural emotion, but to elevate hurt feelings or continuing resentments, must be controlled or directed to less dangerous avenues. This class may also prove valuable to those who either manage or have a relationship with persons who seemingly are incapable of controlling their tempers.

Objectives:

- Identify each of the NINE styles of anger
- Identify a specific demonstrated style of anger – either our own or another's style – and set a plan of action to reduce the effects of that anger.
- Recognize the FOUR-STEP pattern of anger and how to alter/change that pattern
- Diagnose how anger and anxiety damages our physical and mental well being
- Overcome the harmful effects of stress, anxiety, and anger
- Learn to relax and laugh again – fully enjoy your life, your workplace, and yourself
- Recognizing Cultural, Gender, Age differences in handling anger

## Communicating Effectively

1-day course

This one day course offers practical tools and techniques to become active listeners and speakers. In addition, participants will learn how to assess their own communication styles and learn how their individual styles can influence and impact others, positively and negatively.

Objectives:

- To learn how to become an effective communicator
- To understand the value in effective communication
- Learn how about your communication style

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# Personal Development Skills

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## Conflict Management

### 1-day course

The purpose of this one-day class is to provide tools, techniques and practice in resolving work conflicts involving employees, coworkers, supervisors, or customers. Strategies for win-win outcomes are emphasized in this very interactive class, especially ways to guide a conflict from a competitive mode into a collaborative one.

Conflict can be a positive, relationship-building experience. Although many people are afraid of conflict, most are able to deal with it when they have practice using approaches that are not difficult when taken step-by-step. Actual (instead of theoretical) situations are discussed to bring the material "down to earth" so it can be directly applied at work.

### Objectives:

- Identify the six sources of conflict in organizations
- Name the five styles of dealing with conflict
- Recognize your own styles of coping with conflict
- Use each conflict style as appropriate
- Practice and encourage collaboration to resolve conflict

## Customer Service Excellence

### 1-day course

This workshop builds people skills and identifies critical issues necessary to improve customer relations.

### Objectives:

- Define the basics of quality customer service
- Use humor, separation, active listening, and modeling to provide exceptional service
- Control angry or upset customers
- Apply techniques to create positive rapport with customers
- Identify ways to deal with customer complaint and attitudes
- Describe techniques to solve customer problems



*Human Resource Services*

Course schedule and registration:

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### Designing a Successful Wellness Program on a Limited Budget

*1-day course*

This course is a one-day seminar for coordinators which enables you to set up and provide the proven benefits of a wellness program for your employees, on a very limited budget. Studies show that for every dollar spent on preventative health programs, companies can save as much as \$6 in health insurance costs. Other employer benefits include; reduced employee absenteeism, reduced turn-over and worker's comp costs. Employer benefits also include; increased productivity, increased morale and teamwork.

Learn the best practices currently used in national wellness programs, find local resources and put together a practical, effective plan of activities geared for your office and needs. Get started now, you and your staff will all benefit in the years to come.

#### Objectives:

- State your group's specific needs.
- Survey the best components of an optimal wellness program.
- Learn the Sacramento-based resources for speakers, vendors and activities.
- Practice 3 instructor-led wellness techniques during class.
- Plan a sample one -year program for your staff.

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## Effective Listening

*1-day course*

This workshop offers practical tools and techniques to help you become a better active listener. You will learn to use your listening skills as effective tools in your interactions with others.

### Objectives:

- Use several techniques of active listening
- Recognize and avoid poor listening behaviors
- Effectively provide and encourage feedback
- Lead others to become active listeners

## Seven Habits for Managers

*2-day course*

This two-day workshop focuses exclusively on the management applications of The 7 Habits, giving managers the tools to take initiative, resolve conflicts, and unleash the talents and passions of their teams. Designed to help managers and supervisors perform their roles effectively, this workshop will help you apply principles from The 7 Habits of Highly Effective People to create balance in a healthy, cohesive work environment.

### Objectives:

- Increase resourcefulness and initiative
- Define the contribution you want to make in your role as manager
- Manage performance through a balance of accountability and trust
- Give constructive feedback
- Improve team decision-making skills by embracing diverse viewpoints



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Course schedule and registration:

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# Personal Development Skills

## Seven Habits of Highly Effective People

3-day course

The principles taught in this program have a variety of applications depending on your desire and creativity. You will learn to deal effectively with challenges common to all organizations.

Habit 1: Be proactive.

Habit 2: Begin with the end in mind.

Habit 3: Put first things first.

Habit 4: Think win-win.

Habit 5: Seek first to understand, then to be understood.

Habit 6: Synergize

Habit 7: Sharpen the saw.

This course is also modified and available for managers. The manager's course is called 7 Habits for Managers.

Objectives:

- Work toward principle-centered, value-driven, and mission-oriented personal and organizational development
- Manage time and resources in ways that focus on key roles and goals
- Enhance relationships and work more effectively with people
- Maintain balance and perspective
- Impact job functions with self-management and human interaction principles

**The 7 Habits of Highly Effective People** training program is uniquely focused on the individual first and the business second. It's an approach that is reaping rewards for both employees and employers alike, because improvement occurs from the inside-out.

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## Stress Management

### 1-day course

This one-day course will teach you coping techniques to reduce harmful effects of stress on productivity and personal well-being.

#### Objectives:

- Recognize three ways we react to stress, including flight, fight, and faint
- Describe how stress may affect our well being; emotionally, mentally, physically, and spiritually
- Identify and reduce stress producers found in the workplace
- Use time management and organization or workflow to lower stress
- Experience positive effects of stress using "bright side" attitudes

## Time Management

### 1-day course

This workshop offers you practical techniques for accomplishing more in less time.

#### Objectives:

- Identify and overcome time wasters
- Use organizational tools to save time on the job
- Deal with unexpected visitors
- Apply ten time-saving techniques to conquer paper pile-up
- Better organize your workplace
- Identify individual creative time and use that time to your advantage



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## Personal Development Skills

### Time Management - Focus: Achieving Your Highest Priorities

#### 1-day course

This one-day, interactive course is ideal for individuals at all stages of life, particularly if you've recently started a new job, entered a new phase of life, or embarked on the pursuit of a lifelong dream, or simply want to be more productive. Make improvements in your personal or professional productivity by learning to set clear goals and by gaining control of competing demands that cause you to get off track. All participants receive a Franklin-Covey planner (a \$40 value) and will be taught how to use this instrument as well as other planning tools.

People who take this class may also be interested in the Seven Habits of Highly Effective People.

#### Objectives:

- Master the skills of planning your weeks and organizing your days so your time is spent on tasks that really matter
- How to clearly define your goals and break them down into key tasks
- The ability to reduce stress by eliminating unnecessary activities
- Skills for mastering information management with a proven planning system
- How to balance work and life priorities to avoid burnout and cycle of frustration

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### Are your employees ready to be leaders?

What kinds of training and skill development do they need right now to prepare for leadership and the challenges of a changing workforce?

### Facilitation Services

Many organizations, divisions, and departments find it necessary to have an outside facilitator guide discussions or serve as mediators to gain consensus from a group. CPS facilitators are specialists who understand the principles of group dynamics, consensus building, and decision making. Different types of facilitation are available to accommodate various groups and situations.



*Human Resource Services*

Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

# Presentation, Instruction, & Facilitation Skills

## Basic Mediation Skills Training

### 4-day course

This interactive 4-day workshop uses a mix of instruction, role-playing and discussion to provide budding mediators with both a theoretical grasp of mediation and extensive hands-on practice with the practical benefit of guidance from highly experienced trainers to prepare them to mediate actual cases.

An extensive training manual is included with the price of tuition, and participants are awarded a certificate upon successful completion of the 28-hour program.

The Mediation Skills Training meets the requirements of the California Dispute Resolution Programs Act, and offers 24.5 hours of MCLE credit in California. The course also meets the qualifications for 28 hours of continuing education credit for MFTs and LCSWs as required by the CA Board of Behavioral Sciences. (PCE #3693)

#### Objectives:

- Mediation process
- Role of the mediator
- Communication and listening skills
- Human dynamics of conflict

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## Conducting Effective Meetings

*1-day course*

This one-day class is for team leaders, supervisors, project managers, and anyone else who conducts meetings at work. It is interactive in nature, giving you practice in several different roles at meetings. You will learn how to plan for meetings and what to do ahead of time, how to start meetings, keep things going, clarify roles, facilitate, and how to work with difficult attendees.

Processes used in this workshop include lecturettes, class discussion, role modeling, small group discussions, visual aids, and meeting practice.

Objectives:

- List the three criteria that define a successful meeting
- Prepare agendas for productive focus in meetings
- Define the four roles of attendees in meetings
- Describe the four decision-making styles in meetings
- Help meetings stay on track and moving ahead
- Deal with various participant problems in meetings

## Effective Presentations

*2-day course*

Speaking in front of an audience is rated the number one anxiety-causing experience for many people. In this course, you will learn how to overcome nervousness and fear and how to deliver an interesting, stimulating, and effective presentation. Utilizing video tools, you will learn and practice various techniques and methods, receive individualized coaching, and practice your existing and new skills in a supportive and encouraging environment.

Objectives:

- Use a consistently practical process to plan, organize, and deliver information to an audience
- Recognize and overcome your nervousness and apprehension; increase your confidence and comfort level
- Deliver interesting and memorable presentations
- Respond to audience questions in a professional and constructive manner
- Prepare and use visuals to enhance your message



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# Presentation, Instruction, & Facilitation Skills

## Facilitation Workshop

*2-day course*

In this course, you will learn various techniques, skills and methods that will enable you to facilitate group meetings, discussions and brainstorming sessions.

Objectives:

- Apply specific behaviors to attain desired climate and results in meetings
- Generate and moderate discussion
- Use techniques of problem-analysis and decision-making in a team setting
- Maintain interest and involvement for all team members
- Utilize effective verbal skills to keep group discussion on course and focused

## Instruction Techniques for Trainers

*3-day course*

This three-day class for stand-up trainers will provide active participation and practice in training skills. It includes a brief overview of design and development, writing behavioral objectives, and preparation. The emphasis of the program is on the actual practice of training delivery including visual aids, adult learning theory, group facilitation skills, dealing with participants in the classroom, and selecting, using, and evaluating effective training techniques and methods. Participant presentations will be videotaped for use during feedback sessions.

Note: You should bring a course you are working on or ideas for a course.

Objectives:

- List the steps in developing a training mode
- Determine training objectives
- Match course methods to the audience
- Incorporate a knowledge of adult learning principles in training development and delivery
- Choose and use instructional aids effectively
- Apply effective training methods and platform skills
- Evaluate training effectiveness (self and others)

Presentation, Instruction, &  
Facilitation Skills

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### Interactive Training Techniques

#### 2-day course

This lively two-day class for experienced trainers focuses on integrating games and fun into training in order to enhance attention and retention. Far too many training sessions are dull and boring...not because the instructor did not know the material, but often because the processes used to convey the material were not imaginative.

You will be able to design, develop, deliver, and debrief interactive training activities using processes such as games, icebreakers, simulations, and other exercises.

Note: Completion of Instruction Techniques for Trainers or another Training for Trainers is a recommended prerequisite.

#### Objectives:

- Include interaction in all events of a lesson plan
- Locate, create, and modify games to achieve course objectives
- Use games, icebreakers, and other exercises to enhance attention and retention without insulting the audience
- Plan, conduct, debrief, and evaluate exercises using different media options
- Make review techniques come alive to ensure retention
- Add pizzazz to dry, technical content

"Marti is great! She presented the subject matter in a fun way. Marti was able to draw all of us into each assignment with ease and enthusiasm."



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Course schedule and registration:

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# Relationship and Behavior Development Skills

## Conflict Management

*1-day course*

The purpose of this one-day class is to provide tools, techniques and practice in resolving work conflicts involving employees, coworkers, supervisors, or customers. Strategies for win-win outcomes are emphasized in this very interactive class, especially ways to guide a conflict from a competitive mode into a collaborative one.

Conflict can be a positive, relationship-building experience. Although many people are afraid of conflict, most are able to deal with it when they have practice using approaches that are not difficult when taken step-by-step. Actual (instead of theoretical) situations are discussed to bring the material "down to earth" so it can be directly applied at work.

Objectives:

- Identify the six sources of conflict in organizations
- Name the five styles of dealing with conflict
- Recognize your own styles of coping with conflict
- Use each conflict style as appropriate
- Practice and encourage collaboration to resolve conflict

## Customer Service Excellence

*1-day course*

This workshop builds people skills and identifies critical issues necessary to improve customer relations.

Objectives:

- Define the basics of quality customer service
- Use humor, separation, active listening, and modeling to provide exceptional service
- Control angry or upset customers
- Apply techniques to create positive rapport with customers
- Identify ways to deal with customer complaint and attitudes
- Describe techniques to solve customer problems

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## Dealing With Difficult People

*1-day course*

This one-day workshop helps you deal with difficult people in the workplace. Emphasis is placed on maintaining a professional approach while coping with various problem behaviors.

There are two general types of difficult behaviors and a number of sub-types. You will learn to recognize specific difficult behaviors and obtain guidance for deciding what is appropriate to do about each one.

You will have the opportunity to discuss the costs associated with difficult behaviors, practice the skills presented, and solve problem situations taken from real events. Strategies and techniques are covered so that you will leave the workshop having options and feeling more in control, rather than feeling frustrated, helpless, or manipulated by difficult people.

Objectives:

- Describe the causes underlying difficult behaviors
- Identify common difficult behaviors
- Decide what you will do to improve difficult interactions
- Use appropriate methods for dealing with difficult people
- Identify when you are being a difficult person
- Modify your own behavior to improve interactions
- Give and receive feedback for better relationships

## Effective Listening

*1-day course*

This workshop offers practical tools and techniques to help you become a better active listener. You will learn to use your listening skills as effective tools in your interactions with others.

Objectives:

- Use several techniques of active listening
- Recognize and avoid poor listening behaviors
- Effectively provide and encourage feedback
- Lead others to become active listeners



*Human Resource Services*

Course schedule and registration:

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# Relationship and Behavior Development Skills

## Interpersonal Skills

*2-day course*

This course will help you to interact more effectively with others, to increase your ability to understand and be understood, and to better be able to impact behavior, both yours and of those around you.

Objectives:

- Apply an understanding of the communication process to your interactions with others
- Recognize the role of perceptions and assumptions in communication
- Identify and avoid communication barriers and obstacles
- Listen effectively and provide meaningful feedback
- Effectively use an understanding of non-verbal communication in your interpersonal interactions
- Communicate effectively with difficult people

## Negotiation Skills Workshop

*2-day course*

This workshop for all employees will improve your ability to reach an agreement using effective negotiation skills.

Note: This is NOT a course in labor-management negotiation.

Objectives:

- Develop the skills of effective negotiators
- Plan for negotiations
- Identify dirty tricks, gambits, and obstacles that may be encountered during negotiations
- Break down barriers to effective communication
- Locate power sources and use them to your best advantage
- Participate in mutual agreements

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## Relationship Strategies for the Workplace

1-day course

(formerly Understanding Yourself and Others)

This one-day course is an excellent way for you to increase effectiveness and understanding of others in the workplace. It utilizes the Personal Profile System, an instrument that is widely known and respected in the field of organizational development. It is self-reporting and provides you with instant feedback.

The Personal Profile instrument uses a four-part (DISC) model to generally explain, understand, and interpret behavior, both for ourselves and others. It is a non-threatening way to present information about personality styles so they can be viewed in a positive light. Then, it gives more specific personality information to individuals in order to build on strengths and minimize weaker areas.

Results and benefits of this training include knowing ourselves better, an easy-to-remember model for understanding others, and specific ways of being effective with people in the workplace.

Objectives:

- Describe the four dimensions of personality and how each operates at work
- Identify your own work behavioral style(s) as well as the strengths and weaknesses of each style
- Improve work relationships through a greater understanding of different behaviors, motivations, and relationship patterns
- Increase effectiveness at work based upon valuing various work styles and what each has to contribute to the team.



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# Supervisory Skill Development

## Basic Supervision Part I

5-day course

This program is designed to assist the new supervisor in making the transition to a first-time supervisory position.

This program, combined with #409B, will meet the requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is recommended (but not required) that #409A be taken first. The subjects will be approached from the standpoint of modern supervision in the State system with a consideration of team concepts.

Objectives:

- Identify the role of the supervisor
- Use effective communication skills
- Identify appropriate performance standards and appraise employee performance
- Identify the basic principles of the State disciplinary process
- Identify objective behavioral criteria for developing legal and appropriate questions for selecting and interviewing candidates
- List strategies and techniques for employee development
- Recognize different approaches to leadership and use an effective leadership style
- Use effective motivation and negotiation skills
- Identify sources of conflict and recommend alternatives for resolution

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## Basic Supervision Part II

### 5-day course

This program is designed to assist the new supervisor in making the transition to a first-time supervisory position.

This program, combined with #409A, will meet the requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is recommended (but not required) that #409A be taken first. The subjects will be approached from the standpoint of modern supervision in the State system with a consideration of team concepts.

### Objectives:

- Identify key steps to problem solving and decision making
- Use planning, organizing, directing, and monitoring to achieve organizational objectives
- Understand collective bargaining agreements and the role of management in labor relations
- Handle and resolve grievances
- Apply a cooperative problem-solving approach in Labor-Management relations
- Identify issues of employment law relating to persons with disabilities
- Recognize and apply effective time management principles
- Recognize and apply effective techniques of stress management
- Understand the principle of equal employment opportunity and employment law
- Prevent sexual harassment
- Recognize the value of diversity in the workplace
- Delegate effectively



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Seasoned instructors bring over 90 years of experience teaching Basic Supervision, Leadership, and Management courses designed for public sector agencies. Their thorough subject knowledge will help bring key learning concepts to life and provide a solid foundation for any frontline leader.

# Supervisory Skill Development

## Coaching & Skill Transfer Workshop

1-day course

This workshop is intended for supervisors, managers and leadpersons who need to guide and teach staff through brief encounters rather than formal lengthy training sessions. You will learn the fundamentals of information, knowledge and skill transfer, variations in learning styles, and specific methods of effectively coaching individuals to use new skills and knowledge.

Objectives:

- Understand and apply the principles of effective coaching
- Assess your own coaching skills
- Identify coaching opportunities and needs
- Apply the necessary steps in the coaching process
- Prepare employees and team members to undertake new responsibilities and challenges

## Creative Discipline - Progressive Discipline

1-day course

Discipline is the least favorite job of every manager and supervisor. Unfortunately, sometimes discipline is required. This course provides tools for preventing the need for discipline, taking informal actions, and taking formal actions. This course also focuses on motivation, communication, and providing opportunities for improvement.

Objectives:

- How to provide a positive working atmosphere
- Understanding the Standards of Behavior and Job Performance
- Understand the Eight Steps of Coaching
- Understand the formal discipline processes including Skelly Rights, Writ of Mandate, and Formal Reprimand

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## Follow the Leader

### 1-day course

This course is designed for any staff lead and above employee. It teaches participants how to get work done through a simple cycle of delegating, coaching, motivating, recognizing, and rewarding of employees. This cycle of management enhances any management practice to help leader's employees best understand, perform, and improve their work products and processes.

The Participants will also receive ample time to listen, learn, and share their work-related knowledge and/or experiences with each other. Classroom learning is enlivened through work-related, hands-on classroom exercises, scenarios, and discussion that help everyone become better acquainted with key concepts/ideas. Lastly, each learning objective/concept is backed with solid research made available through the course's comprehensive work-resource book.

### Objectives:

- Learn the "What" and "How" of motivating employee success on the job
- Learn to effectively delegate work for measurable progress and results
- Learn how to actively listen to and deal with difficult employees for improved communication or job results
- Discover the step-by-step method of linking employee's efforts to their team, department, or organization's strategic goals and objectives
- Learn 6 simple steps to coaching employees for sustainable job performance and development
- Learn 3 easy ways to give formal and informal recognition anytime
- Discover how to meet your employee's seven basic needs that tell them its time to be their best
- Understand how to make work more rewarding beyond pay
- Experience what drives people to buy-in to and become successful or successors



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# Supervisory Skill Development

## Interviewing Candidates

*1-day course*

This one-day class will help you develop and use an effective interview process. Employers are in a difficult position when attempting to distinguish between people who can interview well, versus people who can do the job well, and people who can do both. This class shows how to take advantage of the fact that past performance is the best predictor of future behaviors.

You will learn interview preparation, candidate screening, question development, panel considerations, interviewing styles, answer assessment, and the selection process. Finding a good match saves time, money and trouble for both the organization and the employee.

### Objectives:

- Help candidates feel at ease so they can answer questions accurately
- Develop various types of strong, relevant, and legal interview questions
- Elicit specific examples of behavior-based competencies from candidates' work histories
- Evaluate candidate qualifications using a rating scale
- Prevent and correct common interviewing mistakes
- Identify legal considerations for reference checking

## Leadperson Workshop

*3-day course*

This program for leadpersons will teach you how to coordinate the efforts of a workgroup.

### Objectives:

- Define and compare the role and duties of leadperson vs. supervisor
- Identify various styles of leadership and sources of power
- Use effective techniques for communicating and listening
- Demonstrate delegation and development skills
- Define steps for implementing change
- Recognize a variety of motivation methods
- Explain conflict resolution skills
- List the steps of systematic goal setting and planning
- Describe the key stages for team building

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## Performance Appraisal

*1-day course*

During this course for supervisors and managers, you will learn the knowledge and skills necessary to prepare, plan, and conduct performance appraisals and communicate expectations and results.

### Objectives:

- Describe State of California rules relating to preparing employee Performance Appraisal and Probationary reports
- Identify various Individual Development Plan activities for a hypothetical employee
- Write performance plans to communicate performance expectations to employees
- Using sample tracking records, will prepare a written narrative evaluation of a hypothetical employee's performance



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## Building High Performance Teams

*1-day course*

Team leaders need to know the basic concepts of building and maintaining an effective team. Effective teams produce at higher levels with better quality. Building High Performance Teams will demonstrate the power of teams and show team leaders how to use accountability and responsibility to improve their team's measurable performance.

### Objectives:

- Establishing team goals, ground rules, and expectations
- Establishing and clarifying team roles and responsibilities
- Fostering collaboration and trust within the team
- Using empowerment and employee ownership to improve performance
- Using accountability and responsibility to improve performance
- Improving problem identification and problem solving skills
- Dealing with problem team members
- Developing and maintaining team commitment to goals and objectives

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*Human Resource Services*

Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

# Team Development Skills

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## Collaboration Skills

*2-day course*

This course, intended for managers, supervisors and individuals in leadership positions, is designed to enhance skills and competencies that will promote teamwork, participation and employee involvement. The course focuses on teamwork, communication, leadership, conflict management and facilitation – skills that will improve your ability to create a collaborative and synergetic work environment.

Objectives:

- Promote team effort and team success
- Interact effectively with others and create an environment of open communication
- Identify your leadership style and strength and learn to apply them effectively and with confidence
- Manage conflict constructively
- Facilitate meetings efficiently through effective group participation and involvement



*Human Resource Services*

Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

## Administrative Writing

2-day course

This workshop for administrative assistants, secretaries, and other support staff will help you overcome the fear of writing (especially for another's signature), organize your thoughts, and communicate using clear, concise language.

Objectives:

- Develop your ideas with active, passive, and reader-focused styles
- Organize complete and coherent documents
- Create business-like and professional documents
- Identify and edit for clichés, bureaucratic jargon, and wordiness

## At-Work Writing Style Tips

1-day course

This writing workshop will sharpen your sentences as we discuss current style in workplace documents, including first person, active voice, verb forms, and parallel structure. Learn to draft readable, professional documents from the bottom up, by crafting crisp, clear, concise sentences in plain English. Appropriate for business and technical writers.

Objectives:

- Recognize and eliminate wordiness, unnecessary repetition of ideas, and empty qualifiers
- Recognize and revise unnecessary passive voice
- Determine when and how to use passive voice effectively
- Replace weak noun forms with strong verbs
- Set up lists in grammatical parallel form
- Eliminate weak adjectives and adverbs for force and clarity
- Avoid weak sentence openers, such as "There is"
- Know when and how to use first person pronouns
- Use precise words in place of jargons, acronyms, and clichés

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Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

## E-Communications Workshop

*1-day course*

E-Communications Workshop: Writing, Controlling, and Understanding e-Mail  
Netiquette: e-mail Etiquette, Rules, and Style

As designed, most e-mail is sent with little editing or structure - creating confusion and multiple problems. Fortunately or unfortunately, it becomes a permanent record – with your name or Department's name attached.

This one-day, interactive workshop provides tools to help the participant create clear and informative e-messages by improving the planning, writing, and editing processes.

Any staff who writes, sends, or reads e-mail and wishes to improve their professional image and communication skills or those who are over-whelmed by the sheer number of daily e-messages and would like to control, organize, and manage the volume should attend this class.

Please note: R.S. Jerome, Ph.D. is the author of Netiquette- e-mail Etiquette, Rules, and Style. Each participant will receive a complimentary copy.

### Objectives:

- Create powerful – attention grabbing subject lines and purpose statements - leave the KISS to last
- Determine an effective format : ACTIVE, PASSIVE, OR READER FOCUS
- Comfortably cross CULTURAL and GLOBAL boundaries... without offending readers
- Instantly proofread for ATTITUDE or social embarrassment
- Use correct and specialized e-mail punctuation, grammar, smileys, emoticons, and acronyms
- Apply the Do's and Avoid the Do Not's of e-mail tone and approach – when to send, when not to send; to whom to send and to whom not to send e-mail
- Manage your e-mail load – create files, eliminate spam and e-mail clutter: when to read, when best to respond. – e-mail efficiency. Do Not allow e-mail to dominate your workday.

## ESL Grammar and Writing Skills

2-day course

This course is for non-native speakers of English. In this class you will learn skills to help improve your grammar, discover tips for writing e-mail and other types of documents, and practice writing better sentences and paragraphs.

Objectives:

- Improve grammar skills through instruction and practice
- Identify and correct grammar errors in sample documents
- Learn e-mail writing tips and etiquette
- Discover techniques for combining and writing sentences correctly
- Write a paragraph that contains a topic sentence and supporting details

More than sixty years of combined experience in teaching, training, and consulting prove that our instructors live what they teach. As former teachers and technical writers in the public and private sectors, these instructors know the challenges writers of all levels face in the workplace. These instructors are able to present information dynamically using memorable exercises that are applicable to every workplace.

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## ESL Trouble Spots

### 4-day course

This four-day course will review sentence structure, grammar, punctuation, mechanics, word use, and style for speakers of English as a foreign language.

#### Objectives:

- Students will review grammatical structures and expressions to improve writing fluency, receive instruction and practice in editing efficiently and accurately, and develop English vocabulary and idiomatic expressions commonly used in business writing.
- Students will develop and refine the grammar and editing skills necessary to detect and remedy common ESL writing problems.
- While the focus will be on accuracy in construction and punctuation, we will also include logical analysis of the components of a document, and editing for improved clarity and effectiveness.
- We will learn the four primary sentence structures, their forms and functions and sentence patterns; recognize and practice the use of prepositional phrases, verbal phrases, and clauses; discuss irregular verb forms, cumulative and coordinate adjectives; and review correct word use.
- We will learn to revise passive voice into active voice, correct modifier errors, and create parallel structure.

“Very well organized. The instructor kept the class involved. She [Ann Neumann] was the best instructor I’ve had in a long time.”



*Human Resource Services*

Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

## Grammar

### 3-day course

This program will debunk confusing myths about language and give you confidence in your ability to use and explain grammar, punctuation, and usage rules.

#### Objectives:

- Correctly apply contemporary rules for agreement, pronoun use, sentence construction, parallelism, and use of modifiers
- Correctly apply contemporary rules for using commas, semicolons, colons, quotation marks, hyphens, apostrophes, and other punctuation
- Review and apply rules for capitalization and writing numbers
- Apply contemporary grammar and usage standards to sample documents by editing and proofreading the samples
- Evaluate individual strengths and weaknesses and identify resources for individual follow-up
- Distinguish grammar rules from individual preferences or myths

## Information Mapping: Developing Procedures, Policies, & Documentation

### 3-day course

Formerly titled Information Mapping: Developing Usable Content and Documentation

This course is designed to provide the analytical and organizational techniques needed to define, design, and develop effective procedures, policies and other documentation. This course applies to paper-based or online complex information that needs to be user-focused, task-oriented, accessible, usable, and easy to revise.

#### Objectives:

- Define audience information needs and requirements
- Design and develop information that meets user needs
- Organize complex documentation so users can easily find and understand information
- Implement a documentation project

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## Information Mapping: Mapping Business Communication 2-day course

This course has been designed to provide the analytical and organizational techniques needed to develop concise, easy to read memos, reports, and other business communications that convey key information clearly, and generate expected results.

### Objectives:

- Identify the purpose of each communication
- Define the specific action required from the reader
- Customize the message for different audiences to achieve greater results
- Organize communications to make information quick and easy to find
- Present information in the way that best suits the target audience

“Kerry [Gardner] was terrific. Putting the info I learned into practice was extremely helpful. Loved it. 😊”



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Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)



## Technical Report Writing

3-day course

This workshop is for engineers, scientists, planners, administrators, or other professionals who write or edit technical reports. It will help you develop planning, engineering, research, environmental, and other technical reports.

Prerequisite: You must possess good basic skills in grammar and writing or have completed course #621, Written Communication.

Objectives:

- Review sample technical writings, correct errors, and establish critical standards for technical writing
- Use various techniques for communicating technical information to non-technical readers
- Edit preliminary drafts of technical documents for clarity, economy, and emphasis
- Use appropriate graphic devices to enhance report readability and facilitate easy access and retrieval of information
- Evaluate and test readability
- Evaluate organization, paragraph structure, and critical format elements of technical reports to enhance easy use and retrieval of information

“Enjoyed the class. Very flexible in presentation. [Caesar Adams] is able to communicate in areas specific to our field.”

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## Writing Letters and Memos

### 1-day course

This workshop will help you write letters and memos that clearly state your message and get the results you want. You will learn various shortcuts and techniques for getting started, for identifying your audience and agency's needs, for adjusting tone and style, for effectively reviewing preliminary drafts, and for formatting the final product.

Note: Please bring several sample letters or memos used in your office to class.

### Objectives:

- Identify reader and writer needs
- Select an appropriate tone and style for documents having different audiences and different purposes
- Use various techniques for overcoming writing blocks and getting the reader's attention by beginning letters and memos quickly and effectively
- Edit for clarity and economy and proofread for correctness
- Design letters and memos for visual interest, emphasis, and easy review and retrieval of information



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Course schedule and registration:

[www.cps.ca.gov](http://www.cps.ca.gov)

## Writing Skills for Analysts

1-day course

In this one-day course, you will learn the essential elements of effective business writing as well as tips and techniques to improve your report writing skills. You will learn how to define your writing task to better determine the content, organization, style, and design of your document, with particular emphasis on purpose and audience. In addition, you will learn strategies for writing clear, concise reports using current business style. From a broad analysis of the document to a focused analysis of the sentence, this course will provide a foundation for effective report writing.

Note: Please bring a writing sample to class—a letter, memo, email, or report.

### Objectives:

- Learn and apply essential elements of effective business writing
- Identify and analyze readers' needs, values, and attitudes
- Analyze the rhetorical situation: subject, purpose, and readers
- Recognize relationship of three levels of writing: sentence, paragraph, document
- Understand relationship of process to product with tips for effective process
- Apply four benchmarks of successful document: easy to access, easy to understand, easy to use, easy to retrieve
- Learn and apply techniques for clarity and style, using plain English, short sentences, active voice, verb forms, tight pronoun reference, and parallel structure

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## Written Communication

### 4-day course

This course will help you learn strategies for presenting information effectively. You will learn to write clearly, concisely, and correctly.

**Prerequisite:** You should have completed program #520 (Grammar) or feel comfortable with your knowledge of grammar before enrolling.

**Note:** Please bring five to ten (5-10) pages of your writing to the first class meeting.

### Objectives:

- Test the readability of documents for specific audiences by applying criteria that identify potential communication problems
- Identify and use appropriate graphic, layout, and typographic devices to supplement or replace text and improve information access and retrieval
- Analyze your audience and purpose for writing
- Organize and develop paragraphs to create coherence and flow
- Edit for clarity, conciseness, and accuracy



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Course schedule and registration:

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## **FY 2007-2008 Pricing**

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The following pricing structure is in effect July 1, 2007 through June 30, 2008.

Pricing may change due to unforeseen changes in products, materials, or scheduling.

Customization and additional charges may apply.

Please discuss specific pricing with a CPS Training Center Representative.

(916) 263-3614

**Per Person Course Prices**  
**July 1, 2007 – June 30, 2008**

OPEN ENROLLMENT* Course Name	Length of Class (in days)	Per Person Course Cost		
		Sacramento	Bay Area, Central Valley, Coastal Region, & Northern CA	Southern California
Administrative Writing	2	\$260.00	\$280.00	\$290.00
Attitudes, Anxieties, and Anger	1	\$130.00	\$150.00	\$160.00
At-Work Writing Style Tips	1	\$130.00	\$150.00	\$160.00
Basic Math Skills for Work	1	\$145.00	\$165.00	\$175.00
Basic Mediation Skills One Day Workshop	1	\$150.00	\$170.00	\$180.00
Basic Mediation Skills Training	4	\$625.00	\$645.00	\$655.00
Basic Supervision Part I	5	\$550.00	\$570.00	\$580.00
Basic Supervision Part II	5	\$550.00	\$570.00	\$580.00
Budget Change Proposal Overview	1	\$130.00	\$150.00	\$160.00
Budget Process Workshop	2	\$260.00	\$280.00	\$290.00
Building High Performance Teams	1	\$130.00	\$150.00	\$160.00
Capitalizing on Diversity	1	\$145.00	\$165.00	\$175.00
Career Dev. Series Part I - Career Match	1	\$150.00	\$170.00	\$180.00
Career Dev. Series Part II - Resumes	1	\$130.00	\$150.00	\$160.00
Career Dev. Series Part III - Interviewing	1	\$130.00	\$150.00	\$160.00
Coaching & Skill Transfer Workshop	1	\$130.00	\$150.00	\$160.00
Collaboration Skills	2	\$280.00	\$300.00	\$310.00
Communicating Effectively	1	\$140.00	\$160.00	\$170.00
Communicating With Data	1	\$140.00	\$160.00	\$170.00
Completed Staff Work	2	\$260.00	\$280.00	\$290.00
Conducting Effective Meetings	1	\$130.00	\$150.00	\$160.00
Conflict Management	1	\$130.00	\$150.00	\$160.00
Continuous Improvement (Introduction to)	1	\$130.00	\$150.00	\$160.00
Conversational Spanish for Managers	2	\$260.00	\$280.00	\$290.00
Cost-Benefit Analysis Workshop	1	\$130.00	\$150.00	\$160.00
Creative Discipline - Progressive Discipline	1	\$130.00	\$150.00	\$160.00
Critical Thinking (Introduction to)	2	\$260.00	\$280.00	\$290.00
Customer Service Excellence	1	\$130.00	\$150.00	\$160.00
Dealing With Difficult People	1	\$130.00	\$150.00	\$160.00
Developing Analytical Skills (24 people max)	5	\$550.00	\$570.00	\$580.00
Designing A Successful Wellness Program	1	\$130.00	\$150.00	\$160.00
E-Communications Workshop	1	\$130.00	\$150.00	\$160.00
Effective Listening	1	\$140.00	\$160.00	\$170.00
Effective Presentations (limited class size)	2	\$245.00	\$265.00	\$275.00
ESL Grammar and Writing Skills	2	\$265.00	\$285.00	\$295.00
ESL Speaking and Listening Skills	1	\$140.00	\$160.00	\$170.00
ESL Trouble Spots	4	\$550.00	\$570.00	\$580.00

## FY 2007-2008 Pricing

OPEN ENROLLMENT* Course Name	Length of Class (in days)	Per Person Course Cost		
		Sacramento	Bay Area, Central Valley, Coastal Region, & Northern CA	Southern California
Facilitation Workshop	2	\$265.00	\$285.00	\$295.00
Follow the Leader	1	\$130.00	\$150.00	\$160.00
Get That Job!	1	\$130.00	\$150.00	\$160.00
Grammar	3	\$470.00	\$490.00	\$500.00
Information Mapping: Developing Procedures, Policies, & Documentation	3	\$750.00	\$770.00	\$780.00
Information Mapping: Mapping Business Communication	2	\$550.00	\$570.00	\$580.00
Instruction Techniques for Trainers (limited class size)	3	\$400.00	\$420.00	\$430.00
Interactive Training Techniques	2	\$280.00	\$300.00	\$310.00
Interpersonal Skills	2	\$260.00	\$280.00	\$290.00
Interviewing Candidates	1	\$130.00	\$150.00	\$160.00
Introduction to Analytical Staff Work	2	\$260.00	\$280.00	\$290.00
Language Access in State Government	0.5	\$75.00	\$95.00	\$105.00
Leader or Manager or Both	1	\$130.00	\$150.00	\$160.00
Leadership Essentials	1	\$130.00	\$150.00	\$160.00
Leading the Four Generations in the Workplace	0.5	\$75.00	\$95.00	\$105.00
Leadperson Workshop	3	\$390.00	\$410.00	\$420.00
Legislative Bill Analysis	2	\$260.00	\$280.00	\$290.00
Legislative Process	1	\$130.00	\$150.00	\$160.00
Managing Change	1	\$130.00	\$150.00	\$160.00
Managing with Data	0.5	\$75.00	\$95.00	\$105.00
Measuring Your Organization's Performance	2	\$360.00	\$380.00	\$390.00
Motivating Employees Non-Monetarily	1	\$130.00	\$150.00	\$160.00
Negotiation Skills Workshop	2	\$260.00	\$280.00	\$290.00
Netiquette	1	\$130.00	\$150.00	\$160.00
Organizing Your Personal Workspace	1	\$130.00	\$150.00	\$160.00
Performance Appraisal	1	\$130.00	\$150.00	\$160.00
Performance Coaching as an Art	0.5	\$75.00	\$95.00	\$105.00
Performance Measures: Purpose, Use, and Alignment	1	\$145.00	\$165.00	\$175.00
Problem Solving and Decision Making	4	\$500.00	\$520.00	\$530.00
Process and Performance Management	1	\$130.00	\$150.00	\$160.00
Program Analysis and Evaluation	3	\$390.00	\$410.00	\$420.00
Project Management	3	\$400.00	\$420.00	\$430.00
Raising the Bar for Managerial Communication	0.5	\$75.00	\$95.00	\$105.00
Relationship Strategies for the Workplace	1	\$130.00	\$150.00	\$160.00
Revision Techniques	1	\$130.00	\$150.00	\$160.00
SEMS/NIMS/ICS Combined Course	1	\$199.00	\$199.00	\$199.00
Seven Habits for Managers	2	\$480.00	\$500.00	\$510.00



## FY 2007-2008 Pricing

OPEN ENROLLMENT* Course Name	Length of Class (in days)	Per Person Course Cost		
		Sacramento	Bay Area, Central Valley, Coastal Region, & Northern CA	Southern California
Seven Habits of Highly Effective People	3	\$480.00	\$500.00	\$510.00
Sexual Harassment Prevention	0.5	\$75.00	\$95.00	\$105.00
Spanish for Public Contact Personnel	2	\$260.00	\$280.00	\$290.00
Statistics (limited class size)	4	\$600.00	\$620.00	\$630.00
Strengthening Leadership and Managerial Communication	0.5	\$75.00	\$95.00	\$105.00
Stress Management	1	\$130.00	\$150.00	\$160.00
Team Building	2	\$260.00	\$280.00	\$290.00
Technical Report Writing	3	\$390.00	\$410.00	\$420.00
Time Management	1	\$140.00	\$160.00	\$170.00
Time Management - Focus: Achieving Your Highest Priorities (includes planners)	1	\$170.00	\$190.00	\$200.00
Understanding Work Behavioral Styles	2	\$265.00	\$285.00	\$295.00
Upward Leadership	2	\$260.00	\$280.00	\$290.00
Violence Prevention in the Workplace	0.25	\$50.00	\$70.00	\$80.00
Wellness of Body	.5	\$75.00	\$95.00	\$105.00
Wellness of Mind	.5	\$75.00	\$95.00	\$105.00
Workforce/Succession Planning Workshop	4	\$550.00	\$570.00	\$580.00
Workshop on Leading Effectively	1	\$150.00	\$170.00	\$180.00
Workshop on Managing the Multi-Cultural Workforce	1	\$150.00	\$170.00	\$180.00
Writing Letters and Memos	1	\$130.00	\$150.00	\$160.00
Writing Skills for Analysts	1	\$130.00	\$150.00	\$160.00
Written Communication	4	\$500.00	\$520.00	\$530.00

### **Group Registration (on-site training)**

#### **Group Registration Requirements:**

- Must be a non-profit or governmental organization
- Training is hosted at agency's facility
- The agency is responsible for training equipment such as laptops and projectors and easel paper.
- Number of Participants should not exceed 30 per session – some exceptions apply
- CPS supplies all printed materials
- The flat fee includes instructor time, materials, and travel expenses.
- Minimal customization of materials is included in the flat rate; however, more extensive customization requiring additional instructor time will have additional expenses.

## Group Registration Pricing

GROUP ENROLLMENT* Course Name	Length of Class (in days)	Per Course Cost		
		Sacramento	Bay Area, Central Valley, Coastal Region, & Northern CA	Southern California
Administrative Writing	2	\$5,000.00	\$5,250.00	\$6,600.00
Advanced Leadership	3	\$7,500.00	\$7,750.00	\$9,900.00
Appreciative Inquiry	1	\$2,500.00	\$2,750.00	\$3,300.00
Attitudes, Anxieties, and Anger	1	\$2,500.00	\$2,750.00	\$3,300.00
At-Work Writing Style Tips	1	\$2,500.00	\$2,750.00	\$3,300.00
Basic Math Skills for Work	1	\$2,500.00	\$2,750.00	\$3,300.00
Basic Mediation Skills One Day Workshop	1	\$2,500.00	\$2,750.00	\$3,300.00
Basic Mediation Skills Training	4	\$10,000.00	\$10,250.00	\$13,200.00
Basic Supervision Part I	5	\$16,500.00	\$18,000.00	\$19,500.00
Basic Supervision Part II (minus Labor Relations training day)	4	\$15,000.00	\$16,500.00	\$18,000.00
Budget Change Proposal Overview	1	\$2,500.00	\$2,750.00	\$3,300.00
Budget Process Workshop	2	\$5,000.00	\$5,250.00	\$6,600.00
Building High Performance Teams	1	\$2,500.00	\$2,750.00	\$3,300.00
Capitalizing on Diversity	1	\$2,500.00	\$2,750.00	\$3,300.00
Career Dev. Series Part I - Career Match	1	\$3,100.00	\$3,350.00	\$3,300.00
Career Dev. Series Part II - Resumes	1	\$2,500.00	\$2,750.00	\$3,300.00
Career Dev. Series Part III - Interviewing	1	\$2,500.00	\$2,750.00	\$3,300.00
Coaching & Skill Transfer Workshop	1	\$2,500.00	\$2,750.00	\$3,300.00
Collaboration Skills	1	\$3,100.00	\$3,350.00	\$3,300.00
Communicating Effectively	1	\$3,100.00	\$3,350.00	\$3,300.00
Communicating With Data	1	\$2,500.00	\$2,750.00	\$3,300.00
Completed Staff Work	2	\$5,000.00	\$5,250.00	\$6,600.00
Conducting Effective Meetings	1	\$2,500.00	\$2,750.00	\$3,300.00
Conflict Management	1	\$2,500.00	\$2,750.00	\$3,300.00
Continuous Improvement (Introduction to)	1	\$2,500.00	\$2,750.00	\$3,300.00
Conversational Spanish for Managers	2	\$5,000.00	\$5,250.00	\$6,600.00
Cost-Benefit Analysis Workshop	1	\$2,500.00	\$2,750.00	\$3,300.00
Creative Discipline - Progressive Discipline	1	\$2,500.00	\$2,750.00	\$3,300.00
Critical Thinking (Introduction to)	2	\$5,000.00	\$5,250.00	\$6,600.00
Customer Service Excellence	1	\$2,500.00	\$2,750.00	\$3,300.00
Dealing With Difficult People	1	\$2,500.00	\$2,750.00	\$3,300.00
Developing Analytical Skills (limited class size)	5	\$12,500.00	\$12,750.00	\$16,500.00
Developing High Performing Teams	3	\$7,500.00	\$7,750.00	\$9,900.00
E-Communications Workshop	1	\$2,500.00	\$2,750.00	\$3,300.00
Effective Listening	1	\$3,100.00	\$3,350.00	\$3,300.00
Effective Presentations (limited class size)	2	\$5,000.00	\$5,250.00	\$6,600.00
ESL Grammar and Writing Skills	2	\$5,000.00	\$5,250.00	\$6,600.00
ESL Speaking and Listening Skills	1	\$2,500.00	\$2,750.00	\$3,300.00

## FY 2007-2008 Pricing

GROUP ENROLLMENT* Course Name	Length of Class (in days)	Per Course Cost		
		Sacramento	Bay Area, Central Valley, Coastal Region, & Northern CA	Southern California
ESL Trouble Spots	4	\$10,000.00	\$10,250.00	\$13,200.00
Facilitation Workshop	2	\$5,000.00	\$5,250.00	\$6,600.00
Follow the Leader	1	\$2,500.00	\$2,750.00	\$3,300.00
Get That Job!	1	\$2,500.00	\$2,750.00	\$3,300.00
Grammar	3	\$8,910.00	\$9,160.00	\$9,900.00
ICS 300-400	5	\$12,500.00	\$12,750.00	\$16,500.00
IDP/Probation Reports	1	\$2,500.00	\$2,750.00	\$3,300.00
Information Mapping: Developing Procedures, Policies, & Documentation	3	\$11,750.00	\$12,000.00	\$12,250.00
Information Mapping: Mapping Business Communication	2	\$8,400.00	\$8,650.00	\$8,900.00
Instruction Techniques for Trainers (limited class size)	3	\$7,590.00	\$7,840.00	\$9,900.00
Interactive Training Techniques (limited class size)	2	\$5,000.00	\$5,250.00	\$6,600.00
Interpersonal Skills	2	\$5,000.00	\$5,250.00	\$6,600.00
Interviewing Candidates	1	\$2,500.00	\$2,750.00	\$3,300.00
Introduction to Analytical Staff Work	2	\$5,000.00	\$5,250.00	\$6,600.00
Language Access in State Government	0.5	\$1,250.00	\$1,500.00	\$1,650.00
Leader or Manager or Both	1	\$2,500.00	\$2,750.00	\$3,300.00
Leadership Essentials	1	\$2,500.00	\$2,750.00	\$3,300.00
Leadership/Management Development	1	\$2,500.00	\$2,750.00	\$3,300.00
Leading the Four Generations in the Workplace	0.5	\$1,250.00	\$1,500.00	\$1,650.00
Leadperson Workshop	3	\$7,500.00	\$7,750.00	\$9,900.00
Legislative Bill Analysis	2	\$5,000.00	\$5,250.00	\$6,600.00
Legislative Process	1	\$2,500.00	\$2,750.00	\$3,300.00
Managing Change	1	\$2,500.00	\$2,750.00	\$3,300.00
Managing with Data	0.5	\$1,250.00	\$1,500.00	\$1,650.00
Measuring Your Organization's Performance	2	\$5,000.00	\$5,250.00	\$6,600.00
Motivating Employees Non-Monetarily	1	\$2,500.00	\$2,750.00	\$3,300.00
Negotiation Skills Workshop	2	\$5,000.00	\$5,250.00	\$6,600.00
Performance Appraisal	1	\$2,500.00	\$2,750.00	\$3,300.00
Performance Coaching as an Art	0.5	\$1,250.00	\$1,500.00	\$1,650.00
Performance Measures: Purpose, Use, and Alignment	1	\$2,500.00	\$2,750.00	\$3,300.00
Policy and Procedure Writing	1	\$2,500.00	\$2,750.00	\$3,300.00
Problem Solving and Decision Making	4	\$10,000.00	\$10,250.00	\$13,200.00
Process and Performance Management	1	\$2,500.00	\$2,750.00	\$3,300.00
Program Analysis and Evaluation	3	\$7,500.00	\$7,750.00	\$9,900.00
Project Management	3	\$8,100.00	\$8,350.00	\$9,900.00
Raising the Bar for Managerial Communication	0.5	\$1,250.00	\$1,500.00	\$1,650.00

## FY 2007-2008 Pricing

GROUP ENROLLMENT* Course Name	Length of Class (in days)	Per Course Cost		
		Sacramento	Bay Area, Central Valley, Coastal Region, & Northern CA	Southern California
Reading Comprehension and Speed	1	\$2,500.00	\$2,750.00	\$3,300.00
Relationship Strategies for the Workplace	1	\$2,500.00	\$2,750.00	\$3,300.00
Revision Techniques	1	\$2,500.00	\$2,750.00	\$3,300.00
Seven Habits for Managers	2	\$7,500.00	\$7,750.00	\$9,900.00
Seven Habits of Highly Effective People	3	\$7,500.00	\$7,750.00	\$9,900.00
Sexual Harassment Prevention	0.5	\$1,250.00	\$1,500.00	\$1,650.00
Spanish for Public Contact Personnel	2	\$5,000.00	\$5,250.00	\$6,600.00
Statistics (limited class size)	4	\$10,000.00	\$10,250.00	\$13,200.00
Strengthening Leadership and Managerial Communication	0.5	\$1,250.00	\$1,500.00	\$1,650.00
Stress Management	1	\$2,500.00	\$2,750.00	\$3,300.00
Team Building	2	\$5,000.00	\$5,250.00	\$6,600.00
Team Building for Support Staff	2	\$5,000.00	\$5,250.00	\$6,600.00
Technical Report Writing	3	\$7,500.00	\$7,750.00	\$9,900.00
Time and Stress Management	1	\$2,500.00	\$2,750.00	\$3,300.00
Time Management	1	\$2,500.00	\$2,750.00	\$3,300.00
Time Management - Focus: Achieving Your Highest Priorities (includes planners)	1	\$2,700.00	\$2,950.00	\$3,300.00
Upward Leadership	2	\$5,000.00	\$5,250.00	\$6,600.00
Violence Prevention in the Workplace	0.25	\$625.00	\$875.00	\$825.00
Workforce/Succession Planning Workshop	4	\$14,100.00	\$14,350.00	\$14,750.00
Workshop on Leading Effectively	1	\$2,500.00	\$2,750.00	\$3,300.00
Workspace Organization	1	\$2,500.00	\$2,750.00	\$3,300.00
Writing Letters and Memos	1	\$2,500.00	\$2,750.00	\$3,300.00
Writing Skills for Analysts	1	\$2,500.00	\$2,750.00	\$3,300.00
Written Communication	4	\$10,000.00	\$10,250.00	\$13,200.00
Written Communication	4	\$10,000.00	\$10,250.00	\$13,200.00